

# 2004 Strategic Plan

**Goal #1: PREPARE FOR CHANGING DEMOGRAPHICS AND A NEW GENERATION'S PARTICULAR NEEDS AND PREFERENCES.**

*We recognize that our programs must evolve to be relevant and helpful as the needs and expectations of the aging population change.*

**OBJECTIVE A:** In-depth understanding of social trends and the contemporary economic environment.

**STRATEGIES:**

- 1-A1. Assess the current and anticipated needs of persons who will become clients within the next 5 to 15 years.
- 1-A2. Conduct seminars, workshops, conferences, etc., to educate and advise service providers and others within the aging network regarding the changes in needs and preferences anticipated within the population of clients they serve.

**OBJECTIVE B:** Revision/updating of priorities in recognition of changing social and economic realities.

**STRATEGIES:**

- 1-B1. In coordination with AAAs, determine the future of Outreach, specifically in regard to how and to whom Outreach will be targeted in the future in order to best disseminate information about available services.
- 1-B2. Assist the AAAs to expand regional Outreach programs in order to better inform and serve those individuals at greatest risk of losing their independence, and their caregivers regarding specific, needed services available within their own communities. Assure that employment and training services are included in the over-all outreach effort.

**OBJECTIVE C:** Increased efficiency through pooling of resources and more attention to networking with other agencies and organizations.

**STRATEGIES:**

- 1-C1. Network with agencies and organizations that serve the disabled (of any age) to determine the common needs of elderly persons and explore ways to combine efforts and resources.
- 1-C2. Explore other potential partnerships outside the traditional aging network.
- 1-C3. Increase emphasis on older worker advocacy and assistance programs.

**Goal #2: STRENGTHEN PARTNERSHIPS.**

*We recognize that strong partnerships with the AAAs and others are necessary to best serve our consumers and to allow us to join our common interests to mutually benefit all involved.*

**OBJECTIVE A:** Improved communication with AAAs and other partners in the aging network.

**STRATEGIES:**

- 2-A1. Solicit input from AAAs and other aging partners through listening sessions (organizational needs, strengths, challenges, vision, etc.).
- 2-A2. Foster a cooperative relationship by providing all information in a concise, clear, and consistent manner to support an atmosphere of trust, respect and openness.
- 2-A3. Conduct regular activity updates for ICOA staff and AAAs (projects, grants, etc. (Email information to be shared both internally and externally).
- 2-A4. Enable ICOA staff to attend Commission meetings where AAA Directors report on activities in their areas.
- 2-A5. Familiarize ICOA staff with each AAA's programs, projects, and activities on an ongoing basis.

**OBJECTIVE B:** Creative collaboration with AAAs.

**STRATEGIES:**

- 2-B1. Assess needs of each AAA. Seek alternative ways to support innovative ideas.
- 2-B2. Look at “Best Practices” to encourage creativity and share ideas.
- 2-B3. Recognize outstanding performance in long-term care initiatives.

**OBJECTIVE C:** New partnerships.

**STRATEGIES:**

- 2-C1. Identify where ICOA and the AAAs share common ground with both private and public entities and expand partnership opportunities by opening dialogues with those agencies.
- 2-C2. Seek new partners that reflect changing demographics.
- 2-C3. Solicit new partnership development suggestions from AAAs.
- 2-C4. Conduct regional forums to discuss and identify innovative solutions to challenges.
- 2-C5. Explore ways to combine resources and improve efficiency by providing services to elderly clients and other agencies’ targeted recipients through sharing of facilities, pooling funds, sharing staff, etc.

**OBJECTIVE D:** Streamlined reporting.

**STRATEGIES:**

- 2-D1. Review requirements for satisfying state and federal mandates; eliminate duplication and nonessential detail.
- 2-D2. Review and, if necessary, revise outcome measures to ensure that viable data is available to support determination of results.
- 2-D3. Incorporate anecdotal approaches to determining outcomes and customer satisfaction.

**Goal #3: BUILD AWARENESS OF AGING ISSUES AND SUPPORT FOR AGING PROGRAMS.**

*We recognize that services will reach those most in need, and the programs will receive the broad support they need, only if the public, state, and local decision-makers know of the benefits of our programs.*

**OBJECTIVE A:** Better Media awareness of aging issues.

**STRATEGIES:**

- 3-A1. Submit news, feature stories, and announcements relating to ICOA activities, advocacy issues, upcoming meetings, public forums and conferences, etc. to news media statewide.
- 3-A2. Emphasize informational outreach to non-senior caregivers and other family members of elderly persons who may qualify for services.
- 3-A3. Whenever possible and appropriate, have ICOA staff attend other agencies' and organizations' conferences and workshops as representatives of ICOA and as advocates on behalf of older persons.
- 3-A4. Explore opportunities to educate the general public regarding the conditions and needs of elderly persons and issues associated with aging.

**OBJECTIVE B:** Widespread public awareness of the purpose, existence, and functions of area agencies on aging.

**STRATEGIES:**

- 3-B1. Encourage and assist the AAAs to raise their profiles within their own regional communities.
- 3-B2. Produce public information materials for distribution statewide.

**OBJECTIVE C:** Availability of public presentation materials for the AAAs to use locally.

**STRATEGIES:**

- 3-C1. Assure that consumer guides to services for seniors, including guides for choosing assisted living facilities and nursing homes, are available statewide.
- 3-C2. Customize any public service announcements or other informational material to be specific in referring to the regional AAAs.

**OBJECTIVE D:** Legislative and local government advocacy.

**STRATEGIES:**

- 3-D1. Advocate at the state level for legislative change where such change is needed to address aging issues or the needs of older persons.
- 3-D2. Support and assist AAAs to advocate effectively, locally, on behalf of older people and the issues that affect them.

**Goal #4: ENHANCE THE ECONOMIC SECURITY OF OLDER IDAHOANS, PARTICULARLY THOSE WHO ARE LOW INCOME AND AT- RISK.**

*We recognize that it is increasingly important to offer aging persons the tools to maximize their own economic self-reliance.*

**OBJECTIVE A:** Enhanced advocacy for legislative and policy changes that support and protect the economic well being of older Idahoans.

**STRATEGIES:**

- 4-A1. At the federal level, advocate for a stronger state role through congressional representatives, national organizations, or other venues.
- 4-A2. At the state level, represent the interests of older individuals by serving on state level councils and committees that impact the economic status of low-income older Idahoans.
- 4-A3. Provide information that informs legislators, aging network advocates, and other key decision makers of the impact of

legislative proposals on the elderly, with emphasis on those who are low-income.

**OBJECTIVE B:** Increased access to appropriate education, employment and training opportunities for older individuals.

**STRATEGIES:**

- 4-B1. Develop community and statewide partnerships to foster life-long learning opportunities for older individuals.
- 4-B2. Increase access to distance learning in order to provide new training opportunities for older individuals.
- 4-B3. ICOA's administrator will maintain a position on the Governor's State Workforce Development Council.
- 4-B4. ICOA's Older Worker Coordinator will represent older individuals on the State One-Stop Career System Leadership Team.

**OBJECTIVE C:** Sustained high quality of Idaho's Senior Community Service Employment Program in view of declining resources and increasing program and staffing requirements.

**STRATEGIES:**

- 4-C1. Implement the new performance measurement system prescribed by the U.S. Department of Labor, the new Senior Community Service Employment Program regulations, and reporting requirements.
- 4-C2. Provide staff training necessary to implement new program requirements.
- 4-C3. Apply "Best Practices" in order to meet or exceed each of the performance measures adopted for the SCSEP (Entered Employment, Retention, Earnings Increase and Efficiency).

**OBJECTIVE D:** Broadened options and opportunities exist for older persons to enter and remain in the workforce for as long as possible.

**STRATEGIES:**

4-D1. Heighten employer awareness of the value of the aging worker and aging workplace issues.

4-D1(a). Develop and distribute Employer Awareness Presentation packets to each of the six Local Workforce Investment areas.

4-D1(b). Provide promotional materials to each of Idaho's six Older Worker Programs to showcase the workplace value of older individuals during Older Worker Week (September 17 - 24).

4-D1(c). Distribute materials related to Employment (Age) Discrimination to educate job seekers and employers alike, in order to eliminate employment barriers.

**OBJECTIVE E:** Widespread dissemination of information to help individuals prepare financially for their later years.

**STRATEGIES:**

4-E1. Use website to disseminate consumer information relative to financial well being.

4-E2. Partner with agencies that already provide financial information services.

4-E3. Research existing resources and best practices and make information available.

**Goal #5: EXPAND PROGRAM CAPACITY AND VARIETY WHILE PROMOTING QUALITY.**

*We recognize that resources are limited; however, we can use creativity to find ways to maximize the effectiveness of service to aging Idahoans.*

**OBJECTIVE A:** Greater efficiency.

**STRATEGIES:**

- 5-A1. Determine criteria for prioritizing clients to receive services.
- 5-A2. Encourage AAAs to recruit and utilize volunteers where “professional” licensed service providers are not mandated by law.
- 5-A3. Work with AAAs to identify and analyze unmet needs and seek creative ways to meet those needs.
- 5-A4. Seek new partners and additional resources outside the traditional aging network.

**OBJECTIVE B:** More intergenerational emphasis.

**STRATEGIES:**

- 5-B1. Modify service delivery systems to address the changing family structures and support expectations of a new generation of seniors.
- 5-B2. Seek new partners and resources to help develop new intergenerational programs.

**OBJECTIVE C:** Quality Programs.

**STRATEGIES:**

- 5-C1. Work with AAAs to identify current practices and best practices being used to ensure service quality.
- 5-C2. Work to better define and measure desired outcomes.
- 5-C3. Evaluate AoA outcomes initiatives and other states' efforts for application in Idaho.
- 5-C4. Find new ways to measure success of programs at achieving goals.

**Goal #6: SUPPORT A DYNAMIC WORKFORCE AT ICOA.**

*We recognize the importance of fostering an environment that will support a dynamic, highly trained, knowledgeable workforce that can respond to changing needs of our consumers as well as the changing needs of the workforce.*



**OBJECTIVE A:** Employee talents are identified and utilized.

**STRATEGIES:**

6-A1. Management will mentor staff and support their efforts to develop talents.

6-A2. Provide new staff with formal orientation.

6-A3. Managers and staff will develop a vision for individual growth.

6-A4. Managers will help staff create personal development plans and goals.

6-A5. Managers will support staff in acquiring/expanding skills.

6-A6. Managers will define outcomes and encourage staff initiative in creating the process to achieve the outcomes.

6-A7. Managers will seek feedback from staff.

**OBJECTIVE B:** Staff serve as mentors for one another.

**STRATEGIES:**

6-B1. We will share new knowledge.

6-B2. We will help one another learn.

6-B3. We will celebrate developmental accomplishments.

**OBJECTIVE C:** Training opportunities exist to assist staff in expanding core competencies.

**STRATEGIES:**

6-C1. Training needs will be part of individual development plans and goals.

6-C2. We will use new technologies to take advantage of distance learning opportunities.

6-C3. We will celebrate developmental accomplishments.

**OBJECTIVE D:** An environment of trust exists.

**STRATEGIES:**

6-D1. We will encourage an open exchange of information and ideas.

6-D2. We will use a variety of means to openly share information about what we are doing, challenges we face, and opportunities available to us.

6-D3. We will work in an environment where we are not afraid to fail.

6-D4. We will encourage staff to think creatively and try new approaches to solving problems.

6-D5. When failures occur, we will analyze them for the purpose of finding better ways, rather than laying blame.

6-D6. We will work to help staff succeed.

**OBJECTIVE E:** Staff collaborates in addressing issues.

**STRATEGIES:**

6-E1. We will value individual contributions.

6-E2. We will use the collective talent of the team to accomplish more than individuals can alone.

6-E3. We will openly consider all ideas.

6-E4. We will appreciate the unique talents, skills and perspectives of each employee.

6-E5. We will debate without personalizing.

**OBJECTIVE F:** Change is viewed as a necessary and desirable outcome.

**STRATEGIES:**

- 6-F1. Management and staff will continuously work together to bring about positive change.
- 6-F2. We will encourage thinking “outside the box” that results in new partnerships and new ways to meet our goals.
- 6-F3. We will recognize and reward creativity and excellence.
- 6-F4. We will understand the personal and organizational challenges of adapting to change.
- 6-F5. We will encourage staff to seek opportunities to support their peers through times of change.
- 6-F6. We will encourage training to meet changing needs.
- 6-F7. We will establish a plan for meeting on-going obligations in the event any position becomes vacant.
- 6-F8. We will bring in speakers to address topics relevant to the changing needs of our staff.